

The background features a complex abstract design. A large, central orange circle is surrounded by a thick blue ring. Below this, there are several large, pointed blue shapes that resemble stylized leaves or petals. Scattered throughout the black background are numerous smaller orange circles of varying sizes, some of which are partially obscured by the larger blue shapes. The overall aesthetic is bold and graphic.

2021

SQUAXIN ISLAND TRIBE

Three decorative circles of varying sizes are located in the top-left corner of the orange header bar.

We Envision

**A culturally and economically strong community
of self-governing, resilient people united by shared values and traditions.**



Tribal Chairman

Kris Peters



haʔl sləxil txwəldəgwi, sqʷaʔsədəbš

It is truly an honor to serve you all as your Council Chair!

This last year we continued to work through the ongoing pandemic. This has been a difficult time for our community. I saw the difficulties many of our people had to endure, especially with mental health. We, as leadership, admittedly struggled to create opportunities for community gatherings and to be around each other during this time. We also struggled with effective communication and outreach. These are unprecedented times. We, as Squaxins, have had our share of difficult times in our past, but we have always persevered. We are a strong, proud people. The key to our continued success is how we respond coming out of this pandemic. The time is now to come together through culture, singing, drumming, dance, and language. Community events will be important. We must spend time on the water, our beaches, and in the woods. Togetherness will be paramount. We must wrap our arms around each other. I am committed to coming together as a community and as a tribe this next year.

This last year we were committed to strengthening our sovereignty and cementing our place as the Squaxin Island Tribe, a nation of its own. We placed ourselves at the forefront of all tribal consultation, discussion, and policy making at the state and federal level. This was important when it came to state and federal funding, legislation that affected our tribal people, maintaining our treaty rights, holding the federal government accountable to their trust responsibilities, and strengthening our sovereignty.

Squaxin hosted the annual Centennial Accord where tribal leaders throughout Washington met with state leaders for several days to strengthen our partnerships. We also hosted the Salmon Orca Summit where tribal, state and federal leaders came from throughout the Northwest to discuss dam removal, pinniped (seal) management, and climate change. We also assisted in kelp research and hosted a kelp summit in Olympia that brought state and tribal leaders to our area. Historically, we have had large tracts of kelp around our island and throughout our inlets. All of these forums, where Squaxin was at the forefront, will help in our fight to save our salmon and all of our natural resources so our people will have treaty rights to exercise for many generations.

This last year we updated our MOU with the City of Olympia that commits our two governments to working together on several long-term actions, including economic and infrastructure opportunities, responding to climate change, and promoting a healthy exchange of cultures through public art and community service. We now have a Squaxin flag proudly flying at the Olympia City Hall and a plaque that recognizes the traditional and historical lands of the Squaxin people. The Evergreen State College also now flies a Squaxin flag at its entrance recognizing our people. We will continue to expand our presence this next year to other schools and municipalities within our traditional areas. My hope is this will raise awareness to all of our local communities about our people and our history. I also hope it instills pride in our people when they see our flag flying throughout these communities. The City of Olympia also recently approved changing the name of Priest Point Park to Squaxin Park. This large, well-known park on the water in Olympia will forever bear our name, honoring our people and our heritage.

Last year we acquired nearly 1,000 acres of land that is congruent to our reservation. It was formerly undeveloped timber land and includes around 100 acres of tidelands. We have heard loud and clear from tribal members the need for more housing. This allows for that opportunity. We recently were awarded federal funding to help with extending a water line so we can support new housing development and grow our economic base.

I am proud that we, as a Council, were able to have every meeting available to our tribal members to view via Zoom this last year. Even as we came back to in-person meetings, this service continued. All resolutions, laws, and policy decisions were made in council meetings while on record. No decisions were made behind closed doors. I invite all tribal members to watch council meetings either in-person at the Tribal Center or from the comfort of your own home on a computer. Watch your leaders in action!

As always, please reach out to me directly if you have any questions or concerns. Or if you just want to chat.

haʔl (i) adsəsləbcəbut,

huyʔ



Our Mission

The people now known as the Squaxin Island Tribe are committed to the honoring of Mother Earth, the resurgence of our traditional ways, and the respect and protection of all people, not only those who are living, but also those who have gone before and who are yet to be born.

We are a diverse and proud people. Our unity as a tribe goes beyond geography. Once we were many communities with a similar language. Following our confinement on the island, we once again dispersed. We are a returning people, returning to our land, returning to our culture. Our long memories, our ingenious adaptiveness, and our confidence in knowing who we are have led to our continuing existence.

Our tribal family seeks to maintain the pride, honor, and dignity that is our traditional way. Through art, singing, ceremonies, fishing, vocations, and traditional medicine, we celebrate the individual abilities and talents which have made us the people we are today.

It is our intent that our lives and our work be meaningful and contribute to the well-being of the entire tribe. We believe this will bring about a resurgence of our culture.

Our greatest natural resource is our elders. They are our history. Another valued resource is our children; they are our future. It is the privilege and the responsibility of the young adults to see to it that the Elders and children are honored and nurtured. We believe the Great Spirit is with us in everything we do, and to maintain our relationship to Mother Earth and to achieve physical, mental, and spiritual health, we will always need to remember who we are and why we are here.

Tribal Administrator

Marvin Campbell



Squaxin family,

I continue to be amazed at the strength and resilience within our community. I would love to have been commenting on how well we came out of the pandemic, but we are still enduring. Our community and staff kept a mentality of “others” over self, and that is what kept our people safe.

Our focus for the last year was to keep everyone safe and not allow Covid-19 to claim any lives and to ensure the Tribe remains financially secure.

Our great staff found ways to be creative in providing services to our community. The Education Department found ways to ensure our kids were logging in for distance learning and offered tutoring and assistance in the safest ways possible. Our Family Services staff got to work on the Emergency Rental Assistance program to provide rent and utility assistance to our people. It was great to witness the work done by Family Services staff who also coordinated with Finance, Legal, and Housing to put this program together. Natural Resources not only kept clam digs, fishing, and hunting going, but also constructed a new set of fish pens. This was one of the events that brought me great joy this year; it was an example of not just enduring the pandemic, but also a sign of keeping our eyes to the future.

Council approved the purchase of the Port Blakely property this year. This was a tremendous step toward increased housing for our people. I look forward to getting to work on building this plan that will benefit several generations of Squaxins.

As we navigate into year two of the pandemic, my goal is that we shift from taking cover to finding ways to get to work on the future. The American Rescue Plan Act provided us a great opportunity to leverage funds for Covid-19 relief to best benefit our community for the future. I look forward to working with Council to come up with a strategy for these funds that will benefit every single member of our Tribe.

God's Glory,
Marvin Campbell



Cultural Resources

DIRECTOR:

Rhonda Foster

MISSION

To preserve, protect and promote tribal culture and heritage which are invaluable, irreplaceable and endangered tribal resources;

To manage ancient and contemporary cultural use sites and resources that are fundamental in the recognition of traditional life ways, values and histories of the Tribe;

To protect, preserve and manage these resources through the use of policy, traditional practices, statutory requirements and prohibitions, regulations and training

The Covid-19 pandemic created challenges for the Cultural Resources Department (CRD) during fiscal year 2021. These challenges led to miscommunications, technological issues, and an overall slower process for the management and protection of these finite resources. Despite the challenges, CRD continued to provide the same level of protection and management of these resources.

Surveys

SQ 21-07-19-SDMHRF is a cultural resource survey of 4.65 acres. During the survey, one cultural resource site was identified. The cultural resource survey involved the use of pedestrian transects. CRD made a recommendation of No Adverse Effect to Historic Properties.

SQ 20-05-19-SDMHRF is a cultural resource survey report covering 0.73 acres. During the survey, no cultural resource sites were identified. The cultural resource survey involved the use of pedestrian transects and shovel probes. CRD made a recommendation of No Adverse Effect to Historic Properties.

SQ 20-07-17-SDMHRF is a cultural resource survey of 9.48 acres. During this survey, one cultural resource site was identified. The cultural resource survey involved the use of pedestrian transects and shovel probes. CRD made a recommendation of No Adverse Effect to Historic Properties.

These cultural resource survey reports are confidential and permanently housed in CRD's museum-quality active records room.

Off Reservation Survey Assistance

CRD Cultural Resource Survey Assistance in Henderson Inlet

CRD assisted Thurston County on a cultural resource survey for the removal of bulkhead along Henderson Inlet.

CRD Cultural Resource Survey Assistance for Port of Shelton

The Squaxin Island Tribe's Natural Resource Department obtained a grant from the United States Fish and Wildlife Service to conduct ecosystem restoration of Shelton Harbor. Due to this grant, CRD assisted the Washington State Recreation Commission Office and the United States Fish and Wildlife Service to conduct a comprehensive cultural resource investigation of a portion of the Shelton Harbor ecosystem restoration project. As part of this comprehensive cultural resource investigation, CRD hired an expert shellfish archaeologist. CRD filed the cultural resources report with the Washington State Department of Archaeology and Historic Preservation.

WDFW & CRD Cultural Resource Survey Assistance for the City of Olympia

CRD and the Washington Department of Fish and Wildlife Service conducted a cultural resources survey to assist the City of Olympia. CRD filed the cultural resource report with the WA State Department of Archaeology and Historic Preservation.

NRCS Oakland Bay Cultural Resource Survey Assistance

CRD assisted the Natural Resource Conservation Service and Mason County Conservation District on a survey within Oakland Bay.

Agency Consultation, Review, and Responses

CRD reviewed a total of 222 federal undertakings pursuant to section 106 of the National Historic Preservation Act. For all of these federal undertakings, CRD either: provided recommendations to aid the federal agencies on how to identify historic properties; concurred with agency determinations; provided comments on cultural resource investigations; concurred on cultural resource site eligibilities; recommended consultation with another Tribe; or assisted agencies on how to develop an area of Potential Effect.

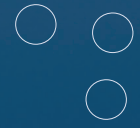
The number of non-federal consultations (responses to city, county, tribal, and state agencies' scoping requests was: 730

- 309 County projects reviewed
- 286 State projects reviewed
- 135 City projects reviewed

Other consultations by CRD:

- DAHP- HR
- 56 NAGPRA

Total number: 1,008



Screening on Tribal land





DIRECTOR:

Rhonda Foster

Culture

It was an honor to conduct the Oath of Office for our newly appointed Tribal Council members. In addition, we were able to assist our leaders and Natural Resources Department in a short First Salmon Ceremony. The overwhelming feeling was that we were so sorry it was not open to our community because of the Covid-19 virus.

Sacred Ground (Cemetery) Management

Our pavilion at the cemetery was able to assist families when having their loved ones' services. We were very thankful the pavilion was available and that most services were not put on hold for several months because of the Covid-19 virus.



Field screening



Shaun hard at work

**CRD Presentations,
Training, Papers, Books**

Two neighboring tribes requested assistance with their cultural resource management issues. One tribe requested training concerning how best to manage their cemetery. Even with meetings being virtual, we were able to assist and enjoyed working with them.

It was an honor for our department to work for the Squaxin Island families to manage our cultural resources and help to maintain our culture, from the past through the present to the future. We are just a link. Our dedication remains to the preservation and protection of places important to our people.

Please come by and visit, we'd love to see and talk with you.
Huy'



*Assistance from Natural
Resources Department*

Family Services



DIRECTOR:

Charlene Abrahamson



MISSION

To strengthen families through services promoting family safety, wellness and self-sufficiency with respect for tribal culture and tradition.

Fiscal Year 2021 led us through a series of pandemic responses and implementation of rapidly changing policies to best serve our community. Family Services staff were very responsive and dedicated to the community. They were comfortable working under new policies and emergency management rules.

Family Services managed and maintained 29 federal and/or state grants along with tribal accounts. We worked closely with state and federal agencies to promote a strong vision of enhanced care with cultural competency.

Gift cards were handed out in November and December to help with Thanksgiving and Christmas meals – 434 gift cards were handed out for Thanksgiving and approximately 295 gift cards for Christmas. One hundred and six food vouchers were distributed.

The Childcare program served 46 children in 24 families.

The food bank was open all day on Fridays and was well utilized.

Emergency Rental Assistance Program

We undertook the Emergency Rental Assistance Plan (ERAP) funded by the Treasury Department and developed policies and addendums for administering and processing eligibility. This was a great collaboration between Finance, Housing, and other tribes to spread the word and get applications into our team. This will continue until the funding is spent out. ERAP assisted 107 people in FY21.

Elders Program

The Elders program effectively mitigated the effects of the Covid-19 pandemic on our Elders physical, social, and mental health. A key part of the program has always been “Gathering Together” but we only managed to do this one time - this summer, outdoors for a lunch BBQ. Thankfully, infection rates were down at that time. Elders reported enjoying it. In addition to delivering meals four times a week, we assisted with medical needs, meal prepping, life coaching, providing care giving items, and assisting with paperwork for medical and SSI. We delivered approximately 100 turkeys with sides for both Thanksgiving and Christmas. As the pandemic continued, we provided items needed for emergency situations and worked with grantors to get purchase approvals.



Pulling together for our tribal family



We collaborated with DSHS, EFI, and AAA to get services provided for those who were in need.

We are working toward restarting trips for those who wish to participate.

Elders Program Highlights

- 389 medications delivered weekly
- 85 meals delivered daily
- 17,085 total meals supplied
- 126 transportations
- 75 home care needs provided (chores, cleaning, miscellaneous assistance, daily living tasks)
- 125 grocery shopping trips
- 7 clients in payee services assisted
- 30 dump runs
- 22 pieces of medical equipment provided
- 246 food boxes delivered
- Wood deliveries: 3 on-reservation and 3 off-reservation
- Coordinated referrals out for additional services (therapy, SSI, insurance, etc.)
- 581 in-person welfare checks
- 6 court cases for vulnerable adults
- 22 (average#) clients who have consented to these services monthly
- 10 emergency situations (on-call responses at night and weekends)

Vocational Rehabilitation

Vocational Rehabilitation (VR) served 19 clients in FY21. Four youths were served during the Summer Youth program. Two clients graduated with Associate of Arts degrees and six had successful employment outcomes.

Resiliency bags offered to VR clients consisted of Covid-19 relief products, such as masks, gloves, sanitizers, healing teas, body washes, lens wipers, medicine bag kits, and sage sticks.

Indian Child Welfare

Indian Child welfare (ICW) staffed 60 cases, responded to 39 referrals, and went on 21 investigations. ICW staff attended the annual National Indian Child Welfare Association conference in April as well (virtual this year). ICW reunified nine children back with their parents.

Workforce Development Program

The Workforce Development (WFD) program served a total of 43 adults and 243 children. It had 10 un-subsidized employment clients. We provided \$48,188.67 in supportive services that included clothing, fuel, and emergency food vouchers. Grantees received higher grants than usual for pandemic support. WFD's High School 21+ program booked classroom times in advance.



DIRECTOR:

Deborah Stoehr

The Finance Department faced challenges in FY21 due to Covid. The Tribe was awarded over \$25 million in American Rescue Plan Act of 2021 (ARPA) Covid-response funding. The staff continued to telework as needed.

The Microix e-requisition module was very important for automated procurement in FY21. Our plans include automating the timekeeping function and streamlining payroll. Covid postponed our progress in this area.

The tribal government's FY21 approved operating budget was over \$109 million prior to the addition of ARPA funding.

Moss Adams, PLLC, Certified Public Accountants, completed the FY20 financial audit on December 21, 2021. We are happy to report that we had no audit findings.

The audit fieldwork for FY21 was not scheduled to start until March of 2022. The audit deadlines were extended due to Covid.

The FY20 audited financial statements for the Tribal Government will be available by request. FY21 audited financial statements may not be available until after June 2022.

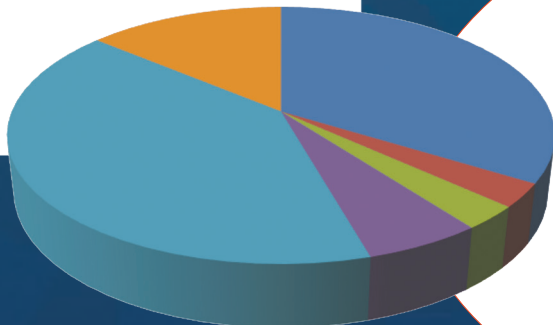
Attached is an internally generated FY21 report. The report shows the comparative combined revenue and expenditures for FY21, FY20, FY19, and FY18.



MISSION

To protect and safeguard
the assets of the
Squaxin Island Tribe;

To provide quality
financial services
for the community,
departments
and funding agencies



Casino Funds

Per Capita	34%
Land Acquisition	3%
Island Land Acquisition	3%
Permanent Trust	6%
Tribal Programs	40%
IEI	14%





Comparative Schedule of Financial Activity

	2021	2020	2019	2018
Grants, Contracts & Compacts	20,889,876	22,847,073	13,479,470	11,402,338
Indirect Cost Recovery	4,641,006	5,955,329	5,432,967	4,992,575
Taxes, Licences & Fees	5,450,514	5,019,187	5,951,878	6,106,298
Rental & Use Charges	642,897	626,763	613,978	694,668
Interest, Dividends, & Value Change	4,541,697	2,909,145	2,350,208	1,376,487
Third Party	11,814,671	8,717,920	6,825,713	6,311,596
Other	3,234,709	820,422	1,360,922	1,020,744
Loans & Transfers	22,237,340 (A)	20,023,131 (A)	38,114,477	43,924,983
Total Revenues	73,452,710 (B)	66,918,970	74,129,613	75,829,689
Natural Resources	4,280,671	5,430,543	4,603,951	3,976,026
General Government	26,792,032	24,101,913	18,791,067	19,979,816
Health & Human Services	10,598,288	11,303,850	10,981,600	9,980,779
Public Safety & Justice	1,352,189	1,671,418	2,241,013	2,415,929
Education	2,456,626	2,471,258	1,664,166	1,505,467
Community Development	4,447,736	5,024,991	4,684,770	4,818,629
Cultural Resources	479,963	437,367	345,188	472,328
Long-Term Debt Payment	959,984	910,701	1,074,416	4,547,449
Capital Outlay	10,474,771	6,036,954	2,935,646	3,444,602
Pass Through & Transfers	2,271,109 (A)	2,385,486 (A)	21,368,587	23,770,885
Total Expenditures	64,113,369 (B)	59,774,481	68,690,404	74,911,910

(A) Excludes internal transfers

(B) FY2021 are estimates, pending audit

Health Services

DIRECTOR:

Connie Whitener



MISSION

To promote and enhance the physical, mental and spiritual well-being of the Squaxin Island tribal Community

In FY20 the Health Services programs received \$1,809,124 in revenue. In FY21, HHS was reimbursed \$2,532,337 for services provided, an overall increase of 40%. The difference can be attributed to the increased workload associated with the pandemic coupled with an increase in the rate for Medicaid reimbursements. We will continue to review the impact of the pandemic on our revenue and workload in FY22.

The medical team worked hard to address the pandemic. Our next focus will be increasing utilization and availability in the dental, mental health and SUD programs. A team will work together to increase collaboration and integration.

We provided transportation to dental and referral appointments as well as pick up of pharmacy items.

HEALTH PROMOTION/ DISEASE PREVENTION

Diabetes Prevention

The clinic hosted three foot exam afternoons with Dr. Kochhar, Podiatrist. Over 100 Covid-19 children's books, entitled *Our Smallest Warriors*, and *Our Strongest Medicine: Honoring Our Teachings during Covid-19* were distributed to tribal families (produced by John Hopkins Center for American Indian Health).

We provided diabetes education through the monthly newspaper. We did not provide any activities that were group focused due to Covid-19.

Diabetes education resources were provided to 355 patients with diabetes at least bi-weekly. We provided health visits for 330 Squaxin Island tribal members, 78 other Indians, and 20 non-Native patients with diabetes via telephone and in-person as needed.

Women's Health Services

We had 121 women participate in the on-site mammography clinic and 27 off-site mammograms. The program participated in IHS cancer control and HPV training.





Suicide Prevention:

We collaborated with other departments to bring awareness and education pertaining to mental health, substance abuse, suicide prevention, intervention, and post-intervention skills.

We made a presence with Behavioral Health and Suicide Prevention during the Summer Recreation Program, Stepping Stones, Outpatient, and other programs and activities that served tribal youth. We coordinated outreach activities and events that included cultural craft classes and support groups, providing a safe place for our youth to have open discussions about mental health and suicide prevention while guiding them toward available resources. With a strong focus on tribal culture, we offered instruction on making drums, medicine bags, traditional foods, and plant medicines as well as wild foods harvesting.

Suicide Prevention and Behavioral Health held weekly classes offering cultural and mental health (five senses) activities and lessons with the Summer Recreation Program R.O.O.T.S day camp. The youth created rattles and stress balls and older kids worked on a public suicide prevention messaging art mural project. This wasn't able to be completed due to Covid-19 and unexpected closures.

We purchased and distributed Suicide Prevention materials that included journals, water bottles, t-shirts, yoga mats, blankets, portfolios, and a plant medicine/social-emotional skills book created by NWITC.

Program

FY20 Visits

FY21 Visits

Pharmacy	19,936	17,405
Medical Clinic	4,381	5,409
Purchased Referred Care	1,467	1,672
Dental	1,552	812
Mental Health	1,695	807
Dietician/Diabetes Program	74	355
Substance Use Disorder	457	213
Chiropractic	219	49
Podiatry	16	21

TOTAL VISITS 29,797 26,743

Behavioral Health staff





DIRECTOR:

Astrid Poste

MISSION

To recruit employees who will provide quality services to the Squaxin Island community;

To reduce unemployment and encourage job skill training and education;

To facilitate and implement policies as directed;

To ensure a safe and equitable working environment

In 2021 the Human Resources Department supported the government and community of the Squaxin Island Tribe by recruiting and facilitating the hiring process. We maintained a strong emphasis on employing Squaxin Island tribal members and adhering to the Tribal Preference Ordinance.

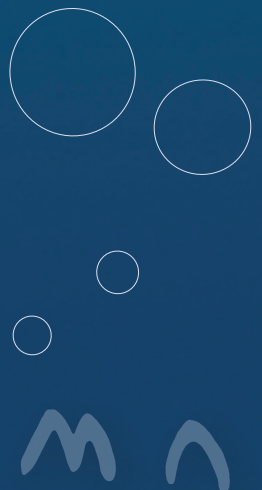
We facilitated the staffing process for recruiting and hiring employees for tribal government. Tribal government employed 291 people and 112 positions were filled; this number includes employees hired, transferred, or promoted to fill vacant and/or new positions. Fifty percent of those positions were filled by Squaxin Island tribal members; seven percent were direct descendants; 11% were enrolled in other tribes; and 32% were non-Natives. Eight were Summer Recreation employees and 29 were Summer Youth trainees.

The youth employment program offered job readiness and skill training to youth 16 – 21 years of age for six weeks in the summer; 29 youth participated in the summer youth employment program. They were hired to work in trainee positions at Little Creek Casino Resort (LCCR), Kamilche Trading Post (KTP), the Museum Library and Research Center, Planning and Community Development, Information Services, Tu Ha'Buts Learning Center, Parks and Recreation, and Legal.

Twenty-eight tribal youth participated in Stepping Stones, the six-week pre-employment training program for 13 – 15 year-olds. These classes were offered virtually and in-person. Five tribal members were employed in this program.



Aunt Vicky Teaching youth to hang net and learning types of fishing nets



Various tribal members and staff worked to support cultural activities throughout the summer season.

Human Resources facilitated benefits enrollment for government employees, and we are excited to offer more employee training and are working to develop stronger succession planning for interested tribal members.

Highlights

- 112 positions were filled, including eight summer ROOTS and 29 summer youth employees
- 50% of positions were filled by tribal members
 - 32% by non-natives
 - 11% by members of other tribes
 - 7% by descendants
- 291 total employees
- 10 tribal members served as directors
- 19 tribal members served in managerial positions
- 28 youth participated in Stepping Stones
- Assisted directors with developing job descriptions and interviews, drug screening, skills testing, work history, reference checks, and evaluations
- Provided new employee orientation
- 15 tribal members worked with Directors in training positions
- Offered quarterly Healthy Lifestyle newsletter
- Employees were recognized for reaching milestones of 5, 10, 15, 20, 25, 30, 35, and 40 years



Stepping Stones and Elders

DIRECTOR:

Mitzie Whitener



MISSION

To provide tribal members and government staff with quick and easy access to information through the use of computers, databases, the internet, publications and telephone communications;

To keep computer and communications systems healthy and up-to-date;

To publish the Klah-Che-Min newsletter, tribal web site and other information in a manner that enhances public relations while keeping tribal members current on important issues

Technology touches all our lives every day at Squaxin. The Department of Information Services (DIS) aimed to serve our community, enterprises, and staff proactively, so that the tools needed to work functioned seamlessly and responsively.

DIS was a strategic player this past year as we collectively worked through the pandemic. DIS accomplished incredible feats to deliver services and support to the Squaxin government campus and community as Covid-19 protocols shifted. Our FY21 goals focused on Covid-19 response and recovery priorities to support remote work and business continuity. We assisted and supported employees in a hybrid model of work as many returned to the office.

Our DIS staff showed excellent resilience and dedication as they often went above and beyond toward completing all this work to keep services supported. We obtained and deployed equipment, researched solutions to many obstacles in getting employees connected, adapted our systems where needed, and did a great deal of problem solving with the aim of the government being able to function safely. These improvements will not only enable us to work during the pandemic, but will also benefit the Tribe during times of business as usual.

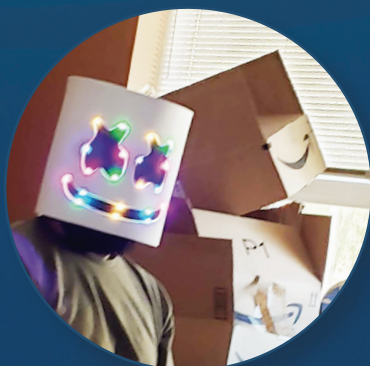
Data centers continued to be improved by increasing backup capacity, uptime, and reliability. Our team did an excellent job with software development, database administration, trainings on MS Office products, and general IT help desk.

We strove to offer the best customer service while providing quality services throughout the Tribe.



Highlights

- Supported employees in working remotely during the Covid pandemic
 - Purchased and deployed computer systems
 - Ensured network connectivity for remote workers
 - Provided video conferencing capabilities
- Assisted Emergency Management Operations
- Communicated pandemic information to the community
- Provided secure network storage with off-site backup
- Provided GIS technology for mapping
- 1,250 Klah-Che-Min newsletters distributed each month
- The Daily Scoop electronic news reached 359 subscribers with a 52.5% open rate
- Managed tribal websites and social media platforms
- squaxiniland.org had approximately 5,000 visitors per month (26.7% returning visitors and 73.3% new visitors)



DIRECTOR:

Kevin Lyon

Legal met its primary programmatic objectives for FY21, delivering timely and excellent legal services to the tribal government, including its numerous programs, departments, committees, commissions, and enterprises.

Our ability to provide responsive, timely and quality legal services was integrally linked with the Tribal Council's continued support, its clearly articulated priorities and direction, sufficient funds to attract and retain excellent staff, and active management of the work requests.

Objectives

- Preserve and protect the Tribe's reservation homeland
- Preserve, protect, and advance the cultural identity and resources of the Squaxin people
- Protect the Tribe's treaty rights, both on and off the reservation
- Uphold the Constitution and laws of the Squaxin Island Tribe
- Exercise the powers of self-governance
- Seek advantageous tax treatment for government, its enterprises, employees and members
- Ensure fair and equitable delivery of the government's services and benefits to all tribal members
- Maintain tribal integrity and honor through responsive government
- Ensure the protection and care of Squaxin Elders, youth, and families
- Protect and care for the environment by exercising sovereignty to the fullest extent possible
- Ensure the social, cultural, and economic stability and prosperity of the Squaxin people by developing and optimizing tribal community resources and opportunities
- Be self-sufficient, improve the quality of life, and preserve the cultural identity of the Squaxin Island people

MISSION

To provide comprehensive, effective and excellent legal services to the Tribe and to do so in a manner that honors the traditions, culture and institutions of the tribal community



Signatures of the Medicine
Creek treaty, 1854

W. A. Haughton 1st Lieut 4th Inftry	Sas-n-high	X	Sol
James K. Calister	Slip-o-dow	X	Sol
E. Gideling, Jr	Kuri-ots	+	Sol
George Muzer	Stee-high	X	Sol
Henry T. Cook	Li-a-kih	X	Sol
J. S. Ford Junr	Shi-ton	X	Sol
John W. Maliston	Squa-tu-hun	X	Sol
Chorington Creshman	Kak-k-tse-min	+	Sol
Felix Anderson	Soman-o-gull	X	Sol
Samuel H. Macy	Ki-tek-p.	+	Sol
W. H. Sullen	Sahl-ko-ma	+	Sol
N. O. Haught	Shit-ste-keh-bi	X	Sol
C. S. Dymal	Tcha-hoos-ton	X	Sol
George Gifford	Ki-chak-peat	+	Sol
Buy H. Shaw interpreter	Spee-pik	+	Sol
	Swe-gah-tum	+	Sol
Harold Stevens	Chak-achsh	+	Sol
	Pich-kih-d	+	Sol
	Shikah-o-sum	+	Sol
	Shu-le-tatl	X	Sol
	See-lup	X	Sol
	E-la-kah-ka	+	Sol
	Shuy-yete	X	Sol
	Ki-ouk	+	Sol
	Cha-me-rish	X	Sol





DIRECTOR:

Kevin Lyon

Highlights

- Actively and significantly participated in developing a regional chinook salmon management plan for ESA valuation
- Participated in negotiations on re-proposed changes to PSSMP and the Fisheries Advisory Board and resolved an immediate active threat to fold the Court's Technical Advisor into the North of Falcon process
- Assisted in reaching agreement with state, federal, and tribal partners for the 21-22 fishing season
- Led, under the guidance of the Federal Mediation and Conciliation Service (FMCS), multi-party (131 participants) negotiations with an aim to complete a Resource Management Plan (RMP) by Dec. 2021
- Assisted with a geoduck regulation package
- Monitored and participated in five (5) active U.S. v. Washington subproceedings to protect the Tribe's area z and opportunities to fish
- Monitored and attended four (4) U.S. v. Washington Meet and Confer matters
- Participated in U. S. v. Washington to ensure an effective dispute resolution mechanism, and, significantly, to update the Puget Sound Salmon Management Plan
- Monitored and advised on the status of Fish NW federal litigation against the U.S. attacking Endangered Species Act protections for salmon fisheries and the co-management process
- Drafted and submitted objections to U.S. Army Corps of Engineers' permits where tideland and in-water structures would interfere with Squaxin net fishing, resulting in permit denials
- Resolved two (2) violations of the shellfish consent decree by growers
- Advised on shellfish harvest plans and strategies to implement shellfishing rights on private beaches
- Filed a request for dispute resolution for shellfish grower Montano's Shellfish for harvesting illegally without a signed harvest plan
- Advised Natural Resources on hunting on non-reservation trust land owned by the Tribe
- Assisted in the renewal and retainment of private land hunting agreements by negotiating hunting access agreements with Port Blakely and Green Diamond
- Monitored and advised on the Mason County Comprehensive Plan's compliance with Squaxin Island Tribe's MOU with Mason County
- Negotiated and signed a Memorandum of Agreement with Mason County PUD 1 dismissing Squaxin's lawsuits before the Pollution Control Hearings Board and Thurston Co. Superior Court to protect Schumacher Creek, with agreement for government-to-government cooperation on a consolidated water system plan, coordinated data collection and application
- Monitored and advised on state-led watershed planning in South Sound
- Provided counsel to government, IEI, SCTC, CDC and LCCR in economic development matters
- Assisted in developing an application for treatment as a state (TAS) for submission
- Provided guidance in Indian Child Welfare issues
- Assisted with operation of the Tribe's vulnerable adult program, preventing exploitation, abuse, and neglect of Elders and vulnerable adults

Pulling together for our rights



- Worked to ensure the state properly handled Squaxin youth guardianship cases so guardians could continue to receive foster care payments
- Assisted the clinic with transition to becoming a federally qualified health center and signing of a new Indian Nation Agreement
- Assisted and advised on billing issues for the NWITC and health clinic
- Monitored and participated in the ongoing Opioid Litigation Class Action Lawsuit, advised on settlement negotiations with assistance of outside counsel
- Advised regarding jurisdictional protocol with Mason County
- Completed a chronological review of the Squaxin Island Tribe Constitution in response to inquiries regarding history and amendments
- Assisted LCCR in resolving personal injury and property damage claims
- Assisted in implementation of a sports wagering compact
- Assisted with implementing the workers' compensation program
- Assisted with submitting a claim to insurer for Covid-19 losses at LCCR
- Assisted three Human Resources (HR) departments in responding to rapidly changing work environments due to Covid-19 through development of policies to ensure the safety of employees and the community
- Advised tribal government and its entities on various mandates regarding the Covid-19 pandemic and applicable policies and provided recommendations on how to proceed
- Helped Executive Services, CEOs, and HR departments navigate through the financial hardships, layoffs, and benefits changes, etc.
- Assisted in developing policy language and implementation of Covid-19 relief programs – Emergency Rental Assistance Program (ERAP) for Family Services and Homeowners Assistance Fund (HAF) for housing
- Assisted in finalizing the charitable donation of tideland property from Port Blakely
- Assisted in the purchase of forestland property from Port Blakely
- Assisted in the purchase of Skookum Creek property from Port Blakely
- Assisted with Fee-to-Trust process
- Assisted in submissions for tax exempt status on numerous properties



Natural Resources



DIRECTOR:

Andy Whitener

MISSION

To maintain a leadership role in perpetuating natural resources, including water quality, fish, shellfish, wildlife, timber and plants, while promoting, preserving, protecting and restoring habitat;

To protect Mother Earth and her resources which are the cultural foundation for the Squaxin Island Tribe;

To sustain and enhance those tribal resources.

As we marched through the world of pandemic and all the variants, our goal was to provide a better environment for the health of our region. Social distancing and working from home, along with the all-too-important virtual meetings, became a normal way of life. That did not relieve us from the duty of protecting Mother Earth. She continued to ask for our help daily. It took strong leadership in the management of our natural resources. We relied on the countless years of traditional knowledge to help us address issues that affect Mother Earth. Steady leadership created local solutions for tough natural resource management issues.

During this difficult time, Natural Resources staff were involved in many projects, such as salmon recovery. Salmon habitat continues to erode with the loss of trees and other plants along streams that produce important shade that creates cool water that salmon need to survive. Through monitoring and projects that return large woody debris to the streams in our watershed, we have started to make a positive difference. There is much more habitat restoration work to be done. Our staff is committed, as co-managers of natural resources in this state, to work on the betterment of our environment.

Shellfish have been a mainstay for our people for thousands of years for economics, subsistence and ceremonial purposes. Our biologists assessed shellfish populations throughout our harvest area to determine our harvest quota and enhanced beaches on Squaxin Island to create more opportunity for tribal members.

The department worked hard. We are not doing this for ourselves; we are doing it for the fish and wildlife that sustain us all . . . we are also doing it for the long-term health and vitality of everyone and everything living here.





Clams and Oysters

- 262 tribal members (80 seniors) harvested 800,847 pounds of Manila clams
- Seeded 25 beaches with 20.6 million Manila clam seed
- Harvested 10,146 dozen wild set Pacific oysters
- Conducted oyster harvests on five state or private tidelands
- Opened subsistence fisheries for Dungeness crab and spot shrimp
- Surveyed 19 enhanced beds, 11 state beaches, and 80 private and grower controlled tidelands
- Signed ten new private leases
- Signed 103 harvest plans with shellfish growers
- Reviewed 316 aquatic farm permits, Department of Health beach certification applications, or shellfish grower's notices to create an artificial bed



Finfish

- 62 tribal members (21 seniors) harvested:
 - 3,002 chinook @ 28,181 pounds
 - 45,730 coho @ 266,305 pounds
 - 29,025 chum @ 204,759 pounds
- Reared and released 2,385,441 (159,205 pounds) coho smolts at an average size of 14.8 fish per pound
- Released 109,824 Coho fry in Deschutes River
- Meeting participation: North of Falcon, Pacific Salmon Treaty, Pacific Fishery Management Council, NOAA, and Medicine Creek Treaty Tribes
- Constructed new netpen facility
- Secured grants for aluminum utility barge, netpens anchoring system, net replacement, and security fencing
- Initiated a feed study monitoring the use of transfer diets to optimize transfer to the pens
- Conducted stream surveys for adult Coho and Chum counts
- Conducted smolt trappings on five local streams
- Conducted beach seine sets to monitor nearshore habitat utilization in Budd Inlet
- Monitored out-migration and survival of Coho in Mill Creek



DIRECTOR:

Andy Whitener

Environment

- Maintained Memorandum of Understanding with Lacey Olympia Tumwater Thurston (LOTT) Wastewater Treatment on resource and habitat protection
- Participated in multi-agency process to develop an updated freshwater strategy as part of the South Sound Recovery Plan for salmon
- Participated in the Forest and Fish Process for Rule Revision of Water Typing Streams
- Continuously measured temperature at over 20 sites and stream-flow at seven sites
- Conducted 60+ field days at 30 sites for water quality and quantity monitoring
- Created water quality map with support from GIS staff and used at all stakeholder meetings
- Shared water quality and streamflow data with multiple entities.
- Participated in Oakland Bay Clean Water District meetings, Mason County Water Quality Technical discussions, NWIFC intertribal water technical discussions, and South Sound Water Quality Partners Near Term Action
- Monitored Mason Lake water level
- Completed 170 water level measurements in Skookum Valley
- Collected groundwater and streamflow measurements in Schumacher, Mill, and Cranberry Creeks
- Conducted wetland drone surveys in Johns and Goldsborough areas
- Received funding from Ecology to fund City of Shelton feasibility study of moving wastewater from Oakland Bay to Sanderson Field plant and to fund reclaimed water pipes to Corrections Center and to use Johns/Goldsborough groundwater model to assess benefits to those creeks.
- Participated in a multiple stakeholder group that will develop a Mason County groundwater model
- Supplemented Coho fry in the Deschutes River to map rearing reaches
- Shared completed sea level rise story map with outside organizations
- Received five grants for climate change adaptation, water quantity and quality, and Brownfield assessment through the BIA and EPA
- Conducted tidal gauge measurements at Arcadia Point and at Taylor FLUPSY to calculate sea level
- Steh-Chass Youth Camp with climate change focus
- Participated in a three-day field trip for Shelton School District first grade environmental experience.





- Conducted monthly algae sampling in south Puget Sound to monitor harmful algae blooms in relation to climate change patterns, and developed a partnership with Sounds Toxins
- Continued ongoing strategy of Skookum Ranch site acquisition and restoration
- Applied for EPA funding to retrofit KTP Express with a bioretention facility to treat stormwater runoff.
- Conducted forage fish spawning sampling on Squaxin Island
- Monitored nitrogen and algae in creeks within our U&A
- Completed a 100% design for Shelton Harbor; developed 100% design for restoration of Knight property; worked on Skookum Valley conservation and restoration plan
- Completed South saltmarsh lobe for Shelton Harbor restoration project
- Continued research on freshwater mussels
- Surveyed and treated one acre of Knotweed, .50 acre of Himalayan blackberry, and 0.25 acre of English ivy within the Skookum Creek watershed
- Received funding to inventory all water rights in Skookum Valley
- Developed partnership with Mason County Eco-net to promote protection and restoration of Puget Sound
- Participated in Oakland Bay Clean Water District meetings, Mason County Water Quality technical discussions, NWIFC intertribal water technical discussions, and South Sound Water Quality Partners Near Term Action meetings
- Engaged with WSDOT on projects to replace stream crossing structures within the Culvert Injunction area
- Reviewed hydraulic permit applications (HPAs) and Army Corps of Engineers permit applications to ensure project proposals do not negatively impact tribal resources

- Engaged with Thurston, Mason and Pierce Counties on projects to replace stream crossing structures with fish passable crossings
- Monitored Mason County on policy and procedure for making water adequacy determinations when issuing building or subdivision permits
- Reviewed land subdivision permits for Mason County and Thurston County
- Reviewed State Environmental Policy Act (SEPA) for Bayshore Sand and Gravel zoning change for additional gravel mining
- Consulted with WA State Dept. of Ecology and WA. State Dept. of Health on PUD1 Union Regional Water System changes in Schumacher Creek area
- Reviewed Port of Allyn water right permit extension

Wildlife

- 140 tribal members (44 seniors) harvested 34 elk, 19 deer, one mountain goat, two cougar, and three bear, in seven game units
- Renewed a private land access agreement with Green Diamond Resources for hunting and gathering
- Renewed our access agreement with Port Blakely
- Strove to increase access to DNR lands
- Managed GIS database of ceded lands and WDFW defined game management units with custom maps of private hunting access agreement areas

Administration

- Licensed seven tribal buyers and 96 harvest vessels
- Managed budgets
- Reviewed, analyzed, and scanned thousands of documents to compile reports and make the documents searchable

Parks and Recreation



DIRECTOR:

Janita Raham

MISSION

To provide a diverse network of parks and recreational facilities to enhance the lives of Squaxin Island community members and visitors;

To offer convenient access to a wide range of recreational opportunities, including cultural activities, quality leisure services, programs and facilities;

To provide opportunities that encourage personal growth and promote physical, mental, and spiritual well-being.

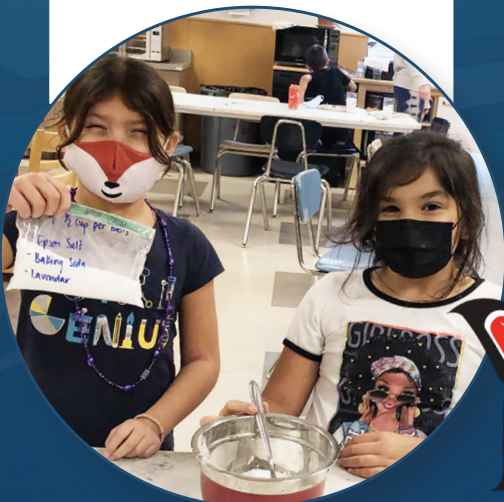
In 2021, the Parks and Recreation Department supported a variety of youth and community activities. We maintained a strong emphasis on culturally enriched education and activities/services for our youth.

We facilitated the summer food service program both on and off-site providing a combined total of 24,049 meals to our youth and community at Squaxin Island Tribe. This year, our wellness pool served 444 Squaxin Island tribal members. The Community Kitchen served 56 people in tribal programs, 90 tribal members, and 80 community members. Summer R.O.O.T.S. had a combined total of 1,018 attendees over the six weeks of summer break.

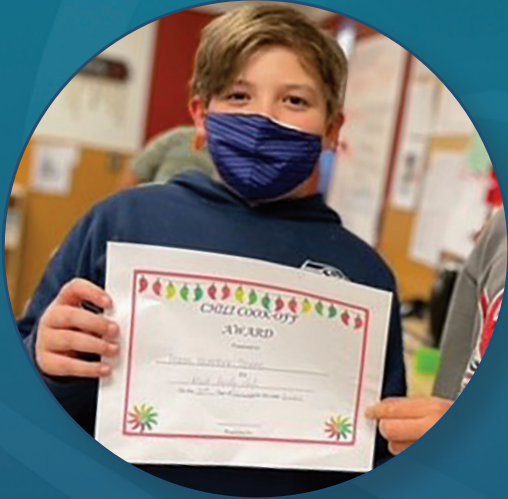
The Parks and Recreations Department facilitated a backpack giveaway serving 225 youth.

We hosted three events during Covid-19:

- **Christmas:** We drove around the community in collaboration with Mason Fire District #4 bringing Christmas cheer and serving 143 youth with Amazon gift cards. Fifty-six youth, ages birth to three years, were given presents brought to them by Santa Claus. We also gave 74 families Safeway gift cards for the purchase of Christmas meals. We mailed an additional 67 Amazon gift cards to families living off reservation.
- **Halloween:** We delivered, in a drive-by, 123 pumpkins to youth/families
- **Easter:** We drove around the community in an Easter parade delivering 134 kits that included candy, party favors and Easter egg dying kits.



Pulling together for fitness

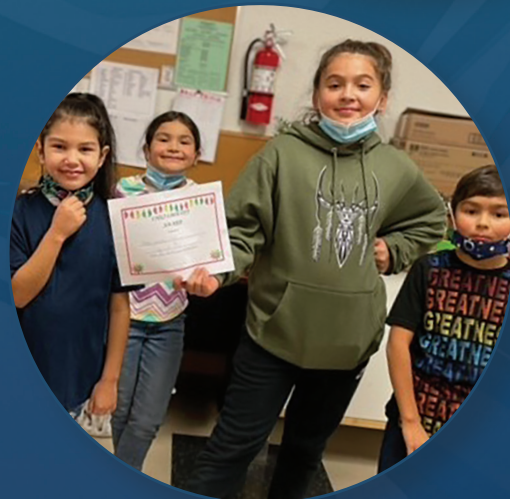
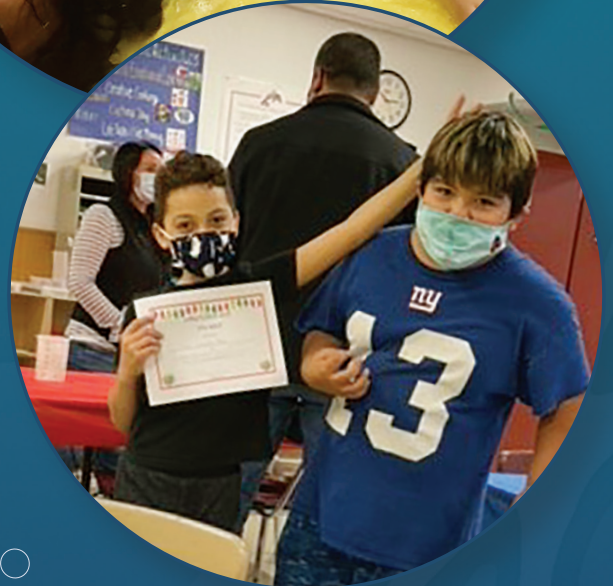


We refurbished 60 bicycles and distributed them to tribal members and descendants, ages one through 18.

We collaborated with: Salish Cliffs, Diabetes Prevention, Behavioral Health, Salish Roots Garden, Salmon Enhancement, South Sound Estuary, Salish Seafoods, Clam Fresh, Island Enterprises, Inc., Squaxin Island Museum Library and Research Center, Suicide Prevention, and the Reptile Man.

Parks and Recreations offered a wide variety of planned activities for youth and families, allowing them to gain cultural knowledge and hands-on learning experiences for developmental growth.

The Parks and Recreation staff greatly enjoyed bringing our community together through these events.



Planning and Community Development

DIRECTOR:

Penni Restivo

MISSION

To pursue the overall vision of the Squaxin Island Tribe by providing services and programs that benefit the community's health, safety, and well-being.

To create and sustain a productive and satisfying work environment for all co-workers.

To ensure that existing and new facilities are built and maintained with quality workmanship, with meaningful input from community members.

The Department of Planning and Community Development (PCD) provided a wide range of services designed to support and protect the Squaxin Island Tribal government, enrich the lives of Squaxin community members, and safeguard the integrity of the Tribe's land, buildings and infrastructure.

The department consists of six sections: Planning, Utilities, Maintenance, Housing, Program Services, Realty Services, and Transportation.

Community Services Available

LOW-INCOME HOUSING - Qualified low-income families were eligible for housing opportunities with income-based rent. There was a waiting list, and eligible families were matched to available housing units.

OTHER RENTALS - There were a limited number of homes located in Kamilche available for rent. Rent was based off fair market values.

HOUSING COUNSELING - Counseling was available to help with improving credit, completing housing applications, applying for available grants, and applying for home loans.

ELDER EMERGENCY ASSISTANCE - Squaxin tribal members who were 55 years of age or older could apply for a tribal assistance grant to help with housing-related emergencies.

SCATTERED SITES PROGRAM - This program was available for any enrolled American Indian through Indian Health Services (IHS). The program provided sanitation facilities (water supply and/or disposal facilities) to qualified applicants for new homes. Squaxin Island Tribe sponsored all enrolled tribal members living in Mason County.

FIREWOOD FOR ELDERS - Firewood was provided to Elders with woodstoves.

ANIMAL CONTROL - PCD implemented regulations to control animal conduct so that pets did not become a nuisance. These regulations provided means for identification of dogs in case of injury or misconduct, established guidelines for those who were



responsible for animals, and provided a program of enforcement through the Office of Housing and the Public Safety and Justice Department.

SPAY & NEUTER CLINICS - Free or low-cost spaying and neutering for dogs and cats was available. Watch for announcements.

TAX PREPARATION SITE (VITA) - PCD assisted with Preparation of basic tax returns for low/moderate income individuals.

GARBAGE COLLECTION – SIT had a contract with Mason County Waste Management to provide curbside garbage collection and recycling for reservation residents.

STREET LIGHTING – Most of the streets in the community had street lighting for safety.

Planning Services

The Planning Services provided valuable services for the Tribe in program and project planning, grant writing and ongoing support. Planners, working individually or in teams, networked and coordinated with nearly every department and entity in the Tribe on short-term and long-term projects. Planners worked with directors, program managers, staff and the community to identify unmet needs, develop and sustain projects, and seek resources in support of sustainable community development.

Grants Awarded

Agency	Department/Program	Activity	Grant Total
Early Head Start (Operations and Training)	SICDC/Head Start	Technical Assistance	\$818,346.00
Early Head Start ARP	SICDC/Head Start	ARP Supplemental	\$41,878.00
Early Head Start	SICDC	Pre-Disaster Mitigation	\$9,755.00
Indian Health Services	Health Services	IHS Telehealth	\$49,723.00
Department of Justice	CTAS	Tribal Youth Program	\$508,242.00
NW Portland Area Indian Health Board	Behavioral Health	Sub Award	\$150,000.00
WA State HCA	NWITC, FS, TLC	Indian Nation Agreement	\$122,092.00
WA State HCA	NWITC	HCA Enhancement	\$40,433.00
WA State HCA	Behavioral Health Outpatient	Enhancement	\$27,774.00
WSDOT	Program Services	Transit Program Support	\$209,475.00
DHS-FEMA Homeland Security	PCD	Generators	\$496,224.00
USDOT	FTA Section 5311	Tribal Transit Program	\$29,476.00
			\$2,503,418.00



Planning and Community Development

DIRECTOR:

Penni Restivo



The Planning team provided support to departments in a variety of ways including:

- Provided planning services such as visioning, carryover planning, assistance with grant modifications and continuations, research on opportunities and strategies, and other planning support services
- Supported the Early Head Start (EHS) Program (the Tribe was awarded a grant in FY19 for program operations and construction of a new Early Head Start facility. In FY21, Planning supported the director and staff to keep the EHS program moving forward, and supported budgeting, program modifications, and infrastructure development.)
- Coordinated support for interdepartmental funding mechanisms
- Supported directors with documentation needs and communication efforts
- Participated in the Peninsula Regional Transportation Planning Organization and Technical Assistance Committee meetings
- Coordinated with Indian Health Services for individuals seeking sanitation facilities (water supply and/or disposal facilities) for new homes (two families received assistance in FY21.)
- Planned for generators located at four critical tribal facilities with FEMA funds
- Continued services and program development coordination with SPIPA
- Managed the Tribal Transportation Program through the Bureau of Indian Affairs (FY21 funding - \$423,359.24)



Program Services

Program Services provided support to approximately 30 employees in the Department of Planning and Community Development. Staff were responsible for general office management. They generated budgets for approximately 70 programs, monitoring and creating budget modifications as necessary. They were also responsible for processing encumbrances for purchasing and payments, ordering supplies for the department, maintaining office equipment, and ordering caskets for funerals, etc. Program Services also oversaw the public transportation and solid waste programs. Program Services experienced a great loss with the retirement of a valued employee of 26 years.

Transportation served the greater Kamilche area, including Steamboat Island, McCleary and Elma.

FY21 was a challenging year due to the pandemic. Buses were sanitized between routes and masks were required to be worn by employees and passengers. A total of 3,051 passengers rode the bus in FY21.

Transportation staff consisted of one part-time coordinator who also served as a part-time driver, one full-time driver, and a second part-time driver. Two drivers retired in FY21.

There were 965 95-gallon totes of recycling diverted from the landfill. In addition, 9,458 garbage totes of solid waste were removed from the reservation.

Realty & Land Management Services

The Tribal Real Estate Manager was responsible for coordination of tribal lands, including the Fee-to-Trust application process, home site leases, purchasing of fractionated trust land, and detailed management of real estate files and documents. She also acted as the Tribe's land recording official and provided data and information to other departments as requested.

Accomplishments:

- Completed application process for Fee-to-Trust for tribal properties
- Worked with sellers interested in selling their fractionated interest on Squaxin Island
- Completed land leases for conveyed homes on reservation, and sent them to the BIA for recording
- Authorized schedules and maintained a recording log for the home ownership program
- Conducted monthly reconciliations of conveyed homeowners insurance and land lease payments

Home ownership and land lease recordings:

- Three applicants completed eligibility requirements for homeownership and signed agreements
- Two homeowners conveyed their homes and signed land leases
- One home was transferred to an heir
- Five homes were pending transfer
- One home was in the process of being purchased in a private sale

Land Management

The Squaxin Island Tribe continued to purchase fee properties, but it was a difficult year to place property into trust due to Covid-19. The BIA had several offices close and employees were relocated; others chose to discontinue working, which complicated the Fee-to-Trust application process.

Accomplishments:

- Clam Fresh properties (Quarters Point and Cougars Point) were pending Fee-to-Trust status. A phase one environmental review and clean-up was completed prior to the BIA considering it for trust status.
- A Certificate of Inspection (CIP) was conducted on the Clam Fresh property by the Bureau of Land Management, for the BIA to assure there were no changes during the FTT application process.
- No new trust properties were purchased on Squaxin Island, as new appraisals needed to be completed prior to sales.
- Island Enterprise, Inc. purchased property located in Tumwater and the Fee-to-Trust application was submitted to the BIA.
- Certified federal surveys were conducted on all properties going into trust.

Planning and Community Development

DIRECTOR:

Penni Restivo



Housing Services

At the end of FY21, the Squaxin Housing team managed 78 rental units and four RV sites located on the reservation with 10 additional rental units located within the Kamilche Valley.

Most Housing Services activities were tied to NAHASDA block grant funding for low-income housing programs. The NAHASDA block grant (\$832,687.00 for FY21) provided funding in five major categories: Administration and Planning, Management, Development, and Crime Prevention. However, Squaxin Island Housing Services was not limited to just low-income projects. Other programs included 1937 Housing Act operations, animal control, housing rents and fees, MEPA, conveyed home assistance, and Elder support.

Due to the pandemic, Housing Services was unable to complete all scheduled projects in FY21.

Accomplishments:

- Conducted 14 home inspections, as required by the funding agency and tribal policies (due to the pandemic and limited staff, not all inspections were completed this Fiscal Year.)
- Completed quarterly pest control services for 78 homes
- Removed and installed new flooring in five homes
- Replaced 10 appliances and repaired four appliances
- Provided Housing Code enforcement and animal control in the community
- Successfully screened six tenants for the low-income housing waiting list
- Provided two “Tools for Success” workshops to assist tribal homeowners and tenants
- Completed two home maintenance workshops
- Provided free federal income tax filing assistance for 127 community members
- Offered one youth financial literacy (virtual) training, entitled "Spending Frenzy," with 17 youth attending
- Painted exteriors on Ho-Mamish duplexes
- Replaced the roofs on the Elders duplexes
- Installed two ADA ramps in the community
- Offered a pet vaccination clinic
- Assisted seven families with Section 184 loan assistance and referrals



- Assisted/coordinated with 15 tribal Elders for use of emergency funding for critical housing needs
- Installed a drop box at the administration building for housing documentation
- Provided a dumpster for community clean up:
 - Eleven 40-yard dumpsters
 - Four 40-yard dumpsters for metal recycling
 - Removed:
 - 40 tires with rims and 22 tires without rims
 - 21 tv's
 - 4 dump trailer loads of wood
 - 5 bicycles (recycled)

Accomplishments:

- Selected a contractor to remove and replace HVAC system in the museum (Contract was completed with no change orders.)
- Contracted with an engineer to design concrete pads to support generators to be installed at the clinic and Family Services
- Delivered Six additional tiny homes for Covid-19 quarantine use
- Hired an engineer to design the foundation for the second set of tiny homes
- Worked on boardwalk renovation

Construction Management Services

A Construction Manager was hired in October 2021. During the year, PCD wrote and reviewed contracts and approved change orders and invoices for various contractors who served the Tribe.

The following policies were developed in FY21:

- Building permit guidelines
- Construction operations policy
- Snow removal policy
- Tiny home occupancy policy



Planning and Community Development

DIRECTOR:

Penni Restivo

M A

Utilities

Throughout FY21, the Utilities Program remained an integral, key player within PCD, providing delivery of modern, sanitary, and safe fundamental infrastructure services to the entire Squaxin community and its enterprises. Responsibilities included management of sewer collection and wastewater treatment, community water supply and transmission, and the storm water collection and distribution systems.

Accomplishments:

- Completed EPA water system inspection
- Completed energy efficiency study
- Improved sewer and storm water system located at the Child Development Center
- Maintained and cleaned the reflection pond located by the boardwalk
- Conducted regular cleaning of the storm system
- Installed a wet well at the Child Development Center
- Purchased grinder pumps for the maintenance station
- Purchased blowers for the wastewater treatment plant
- Purchased two trucks
- Completed the ADA ramp at the 'Tu Ha' Buts Learning Center playground prior to Summer Rec
- Installed a jetted storm pond system
- Installed snow equipment on vehicles (sander, deicer, and snowplow)
- Completed rehabilitation of casino lift station
- Maintained chemicals in community pool
- Processed waivers for water testing

Maintenance

The Maintenance team was responsible for building maintenance, landscaping, janitorial services, road maintenance, cemetery maintenance, special projects, and other central governmental services.

Maintenance's contributions to the community included mowing, weed eating, taking care of the common areas, helping with tribal functions, hauling chairs, tables, and other equipment, and assisting with funerals.





Accomplishments:

- Ensured community streets were safe by contracting for de-icing and snow removal services
- Prepared trucks with snow removal equipment for FY22
- Assisted with repairs of the tiny homes
- Assisted with delivery of planks for the boardwalk
- Provided maintenance to the Kennedy Creek Park-and-Ride station, including weed-eating, trimming brush, and garbage pick-up service
- Provided grounds maintenance at the Arcadia boat ramp parking lot
- Provided maintenance at the Veterans' Memorial
- Provided routine maintenance at the Tribal Center and other government buildings
- Gathered and distributed firewood to tribal Elders within the community
- Conducted preventative maintenance on all equipment
- Changed lights to L.E.D. throughout tribal buildings
- Assisted a vendor in the removal of dangerous trees
- Set up for events and funerals throughout the year
- Purchased a wood chipper to provide beauty bark for landscaping needs



Public Safety & Justice

DIRECTOR:

Barry Haggman

MISSION

To enforce the laws and regulations set forth by the Squaxin Island Tribal Council and the United States of America;

To protect human life and to maintain the peace;

To protect the property and resources of the Tribe and its members;

To service the Tribe in a reasonable and prudent manner;

Public Safety and Justice Department consists of land services patrol, natural resources patrol, court, and probation.

We provided services to the Squaxin Island community on the reservation to protect the people and property. Responsibilities included patrol of the reservation, casino, tobacco factory, museum, KTPs, Elevation, grow operation, child care center, cemetery, and all other properties owned by the Tribe. We also protected people exercising their treaty rights off reservation as well as the treaty resources. We were responsible for patrolling fisheries, shellfish, aquatics, and hunting.

We were also responsible for keeping the reservation safe from the Covid-19 outbreak for half of the year by managing the quarantine gate and assisting the Emergency Operations Center (EOC) with any requests. We spent many hours at the gate at the beginning of the fiscal year while the Tribe was in lockdown.

In FY21, we had 11 commissioned staff, one Administrative Coordinator/Probation Officer, one Court Clerk, one Court Assistant, and one volunteer Office Assistant. Our police officers were cross-trained to perform all duties in the enforcement realm, although we had one sergeant and two officers assigned to work natural resource enforcement full time with two certified divers. We had two officers complete the basic academy this fiscal year.

Our department was cross-commissioned with the Mason County Sheriff's Office. This allowed our police to have criminal jurisdiction over non-tribal members on the reservation. We had a great relationship with Sheriff Salisbury and met regularly to ensure our departments ran smoothly and in conjunction with each other.

Pulling together for safety



Due to Covid-19, court was held only once a month for criminal and civil cases, once a month for ICW court, and once a month for vulnerable adult cases. We had contracts with two judges, a prosecutor, and a public defender. We had access to another judge for recusals or other emergencies and a panel of judges for appeals. Our part time Clerk Assistant was funded from a grant.

Our Court Clerk and Probation Coordinator worked closely with the attorneys for the court system.

We worked closely with Family Services, Northwest Indian Treatment Center, and the Tu Ha' Buts Learning Center to provide service to the community.



Incarceration and detention was contracted with Nisqually Tribal Jail, and Mason County Juvenile Detention Center. We used EHM, when appropriate, to help offset jail costs and to assist with monitoring probation compliance.

Federal grants helped fund equipment, gear, radios, training, and vehicles. We were not able to complete the requirements of these due to Covid -19 restrictions, but they were approved for extensions. These grants were vital to our operations.



DIRECTOR:

Barry Haggman

Court Statistics

TRIBAL COURT MISSION

To ensure peace and order on the Reservation;

To promote the welfare of members of the community;

To safeguard individual rights;

To secure rights and powers which are both inherent in the Squaxin Island Tribe's sovereign status and guaranteed to the tribe by treaty and by the laws of the United States.



Pulling together for safety

Statistics

• Calls for Service	994	• Loitering	0
• Citations	43	• Juvenile Delinquency	1
• Infractions	58	• Runaways	2
• Rape	0	• Theft	46
• Robbery	0	• Prowler	3
• Aggravated Assault	1	• Disturbances	83
• Burglary	4	• Trespassing	50
• Larceny Theft	0	• Threats	21
• Motor Vehicle Theft	14	• Warrants	54
• Arson	0	• Medical Aid	91
• Assaults	2	• Fire/Explosions	14
• Forgery/Fraud	18	• Domestic Violence	10
• Embezzlement	0	• Animal Control	14
• Stolen Property	0	• Fishing	6
• Vandalism	12	• Shellfishing	1
• Weapons Violations	3	• Hunting	0
• Prostitution	0	• ICW	2
• Sex Offenses	5	• Agency Assist	109
• Drug Offenses	61	• Citizen Assist	157
• Gambling	0	• Alarms	50
• DWI	4	• Traffic	99
• Liquor Laws	9	• Other	31
• Disorderly Conduct	18		



Tu Ha' Buts Learning Center

DIRECTOR:

Julie Youngs

MISSION

To increase educational opportunities for the Squaxin Island Tribal community by providing advocacy, academic support and resources along their educational journey.

VISION

To create a culturally rich, robust learning environment through educational advocacy, learning support, and systemic change.

Higher Education

Higher education services were provided for undergraduate and graduate students. In FY21, 32 students received undergraduate funding and five students received graduate funding from the Tribe as well as support for enrollment in colleges, trade schools, and/or specific coursework for job placement or advancement. The Higher Education Coordinator assisted students in completing FAFSA and college applications, facilitated a FAFSA workshop, and worked with numerous college financial aid offices in support of students. The Higher Education Coordinator communicated regularly with the Education Commission to address student higher education funding concerns.

Student Advocacy

Through the Tu Ha' Buts Learning Center (TLC), the Squaxin Island Tribe provided Student Advocates to assist Squaxin students in the Shelton School District - one at Bordeaux Elementary, another serving Olympic Middle School and Oakland Bay Junior High, and the third at Shelton High School. The advocates worked regularly with over 140 students in all areas of their academic needs. They stepped up to the challenge of providing academic support during the pandemic by offering online tutoring through Zoom and acted as advocates for the students and families in their respective schools. Since in-person school resumed, the advocates were mindful of the social/emotional issues arising due to the pandemic. They tutored in classrooms, in Native Ed rooms, and at the TLC, providing social and emotional support as needed. Advocates collaborated with school staff including teachers, counselors, administrators, and para-professionals to ensure Squaxin students received the support they needed to be academically successful. They also collaborated with other tribal departments and programs, such as Behavioral Health and Family Services, to access additional resources as needed.

Advocates participated in school staff meetings, Native Education staff meetings, Multi-tiered Systems of Support meetings and other meetings to provide wrap-around collaboration within the school systems on behalf of Squaxin students.

Teen Program

A Department of Justice grant provided funding for the Teen Advocate position who coordinated teen programming at the TLC. The project worked with over 59 teens,





implementing educational, recreational, and cultural activities focused on improving social development, leadership skills, and cultural connection.

During the pandemic, the Teen Advocate coordinated outdoor events, including a kayak paddle around Hope Island. Youth between the ages of 12-15 received a journal about life and a set of pens to complete it. The youth, ages 16-18, received a blank journal to document their Covid experience. During our Youth Council meetings, we had several guest speakers that included business owners and tribal leaders from the Medicine Creek Treaty tribes. We also discussed the George Floyd tragedy.

Youth received canvas and paint to spread positive messages through social media. Two youth participated in the Tribal Council's Mask Up campaign. Youth participated in the golf fundraiser with Skookum Creek Construction providing volunteers. A graduation parade was organized to recognize the high school and college graduates.

Externally, the Teen Advocate worked with Public Safety and Justice, Family Services, and others to address grant project goals while increasing social and academic supports.

Covid-19 Response

To best support students and families with distance learning requirements school districts imposed during the pandemic, the TLC continued to provide support to families:

- Chromebooks/Laptops
- Printers
- Toner
- Paper

Homework Help

The TLC created a Homework Help program with the support of SPIPA funding to offer academic support three afternoons a week at the education building. This program started in September and was successful in offering academic tutoring to students from kindergarten through high school. Two Homework Helpers worked alongside the Student Advocates to offer academic support and mentoring. Over thirty students, K-12, took advantage of Homework Help.

Truancy Prevention

The TLC Truancy Prevention Specialist worked with local schools to identify students at risk of truancy and reached out to families and students to offer resources and support. The Truancy Prevention Specialist linked students with Homework Help, Student Advocates, and tribal departments, including Behavioral Health and Family Services, to ensure supports were in place to prevent truancy and keep students in school.

Virtual Learning Academy

The TLC identified a need to provide learning in a smaller setting for families concerned about sending their students back to school during Covid-19. In September of 2021, in partnership with the Curlew School District, the TLC began providing in-person support for 20 students accessing an online curriculum. Students from kindergarten through 10th grade were enrolled in the program. This program served high school students who were not successfully earning credits in the traditional school setting and needed extra one-on-one support to become academically successful.

NW Indian Treatment Center



MISSION

To create innovative treatment that results in abstinence from alcohol and drugs and establishes a satisfying lifestyle;

To use on-going feedback and quality review to evaluate success and satisfaction and to build partnerships and networks with other programs to develop an integrated continuum of care that includes pre-treatment, residential treatment, outpatient care, after-care and supportive outreach;

To ensure respectful interactions and behaviors that support self-esteem and value;

To help each patient see their life as a story of where they have been, where they are and what they can and want to achieve

DIRECTOR:

Ofialla Tovia

In FY021, Northwest Indian Treatment Center was in a semi-lockdown for much of the year, with restrictions on patient admissions and on staff travel. Innovations were developed to work with each tribe's staffing configurations and new methods of making referrals. The entire NWITC admission process and requirements were altered and streamlined to better respond to the changing methods outpatient programs were using to meet the needs of their people.

NWITC made improvements in a number of areas, including building modifications to better support social distancing and new appliances to allow an increase in on-site food supplies. A new HVAC system was installed with better air purification. Stand-alone air purifiers were placed in each room. Furniture was replaced with medical grade vinyl for easier cleaning. New Smartboards accommodated the need for Zoom cultural classes/events to reduce the need for providers to be on-site. The capacity for work-from-home was implemented for key positions. New computers and laptops were purchased to better support virtual activities.

Policies and procedures were updated and implemented to reduce risk of infection. Cleaning frequency protocols were established, and an isolation room was created with relevant procedures and staff training. The interface with the public was reduced.

A program for teaching DBT skills in relationship to native plants and medicines was very successful. This program included the creation of beautiful books, teaching cards and curriculum. Key staff were trained in this model to teach skillful behaviors to patients, and a refresher course was held for other staff members. We also offered and completed the public version of this training to Squaxin Island Tribe's employees. This program caught fire among tribes and urban Indian organizations, each adapting the material to its own needs and culture.

The State of Washington modified its Certified Peer Counselor program to include new credentials. Eligible Recovery Support staff completed all the modules as well as the complex path to achieve this outcome. The process of rewriting job descriptions to be consistent with these new certifications was completed. NWITC has one more step to becoming an official site for providing this training to other tribes and alumni, but it is on hold due to Covid-19.



With the help of the American Indian Health Commission, the Tribe's Legal Department and the leadership of Tribal Council, a successful consultation with the State of Washington Health Care Authority was concluded with the result that NWITC is not required to negotiate with Managed Care entities for patient admission or approval for length-of-stay. This outcome will have far-reaching positive effects for other tribes.

NWITC, with the help of a consultant, developed a package for the Health Care Authority (HCA) to send to the Centers for Medicare and Medicaid justifying a higher charge per patient day. The package was complex and took many months to complete. This was successful and the negotiated rate was approved by HCA, retroactive from September 12, 2020, which provides federally funded reimbursement at a much higher rate than present.

A video documentary about the model of treatment at NWITC was initiated and completed. A summary document was added and was a significant contribution to the successful consultation. NWITC was contacted by many tribes and consultants about our methods of treatment. This video document will help these tribes across the country create their local variant of this way of treating trauma in the presence of addiction.

NWITC programs succeeded in meeting service, satisfaction and financial goals. Satisfaction feedback was usually positive. Every resident made a hand drum; this was done towards the beginning of their stay. They received a beading kit to help them learn mindfulness and they also learned cedar weaving. Instead of a sweat lodge ceremony, a spiritual leader taught songs to the patients twice each week. The annual alumni event was held virtually and we were

surprised to have participants who were located in such distant places. These alumni would not all have been able to participate at an in-person event in an ordinary year. Patients also participated in medicine making with herbs grown at NWITC, bought from vendors, or collected in the wild. Herbal teas made at NWITC were kept for patients in the dining area; these were the same herbs patients learned about in classes.

Clinical counseling staff had excellent reviews on a quarterly basis. Treatment reviews confirmed that counseling provided was culturally competent. This high standard was maintained by appropriate, on-going training and careful monitoring.

New counselors were taught to provide counseling regarding generational trauma and the healing process of grief and loss. Much of the success of the NWITC comes from the intensive training of new counselors, and frequent feedback to treatment attendants and other staff.

The kitchen/housekeeping staff worked hard to create meals that were appealing and healthy. They were a strong team working together to help patients recover.

Treatment attendant staff showed excellent skills in providing support and direction to patients. This team was the bedrock of NWITC, attending to and supervising patients around the clock, handling emergencies and keeping the patients safe.

Maintenance was steadfast in maintaining the safety of the grounds, buildings and vehicles. This position was critical to the overall safety of the organization and the planning necessary to keep the facilities in good repair. This year the

Northwest Indian Treatment Center

DIRECTOR:

Ofialla Tovia

facilities manager oversaw the completion of building projects and purchase of new equipment. This was challenging as supplies were sometimes not readily available and deliveries unpredictable.

The nurse and intake coordinator worked hard to keep NWITC safe. They evaluated each referral against potential risk. The nurse trained staff in new procedures and written policies and supervised isolation events.

In 2020, a Violence Against Women supplemental grant was awarded to augment the three-year OVW grant. With these new funds, NWITC was able to create and mail safety packets for alumni and patients. They also funded safe emergency housing when needed. A new, temporary, part-time position accompanied these funds to assist in implementation. The Recovery Support Team, as part of the larger OVW grant, assessed patient needs and, when necessary, made safety plans and relocated patients. They made arrangements for aftercare, housing, transportation, work and vocational training. They also provided support for recovery post-treatment via Facebook, texting and phone, and provided emergency interventions for alumni.





Overall, this was a successful, though difficult, year with some exceptions. One of the primary negative effects of the Covid-19 pandemic was sobriety outcomes lower than those in 2019 and lower successful completion rates. These less positive outcomes were seen during a period that also saw overdose rates in the general community skyrocket. However, they were higher than in 2020. People who needed the most support received far less than usual, including from NWITC, given the inability to travel or have gatherings of alumni, no patient visits with family, and reliance on cultural activities via Zoom. Another increasingly difficult issue was the hiring of employees. Hiring treatment attendants, housekeepers, and cooks, in particular, was difficult in this growing community in which there are many new employers.

Different strategies will be required to maintain safety and excellence. In addition to the difficulties that NWITC encountered this year, we experienced our very first closure since the opening of our doors in 1994 due to the Covid-19 outbreak. NWITC staff worked together to make proper and safe arrangements to transport and relocate patients. NWITC staff schedules were adjusted to limit the number of people who were on-site by alternating work schedules. As we opened, we decreased our patient census due to social distancing and safety purposes. Slowly we have increased the numbers, but are still not operating at full capacity until it is safe to do so.



Salish Roots Farm

PROGRAM MANAGER:

Aleta Poste

Salish Roots Farm is a Squaxin Island Tribe community garden located in the Kamilche Valley, which is translated to English as “the Peaceful Valley,” on a ten-acre parcel. The garden features forested wetlands lined with native plants, an abundant orchard, a small berry field, and a thriving vegetable garden. The Garden was established in 2016 with a mission to increase access to culturally relevant foods, as well as locally-grown organic produce.

Branches

- Vegetable garden
- Traditional medicine garden
- Elders garden
- Fruit tree orchard
- Streamside restoration
- Educational classes
 - Traditional foods and medicine
 - Cooking with fresh organic produce
 - Harvesting workshops
 - Plant identification walks
 - Squaxin Island Child Development Center outings
 - Tree care workshops
 - Workshops on techniques, cultivation, composting, pruning, and soil conditions
 - Harvest parties
 - Work parties





Highlights

- Increased number of beds to use for food production
- Collaborated with MLRC, SPIPA Cancer Prevention Program, and GRuB/TEND
- Made a contact with Capital Land Trust to utilize trust property for harvesting
- Hosted several events to bring community awareness to traditional foods and the restorative work around our ecosystems
- Distributed 20 food and medicine boxes per week for six weeks to cancer survivors and Squaxin community
- Identified two sites to harvest stinging nettles, and camas
- Visited the Summer Youth Program twice to teach plant identification and make nettle tea





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